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CONFERENCE ON
HIV CARE & TREATMENT

Motivational Interviewing for Organizational Coaching

PAUL F. COOK PHD

ASSOCIATE PROFESSOR, UNIVERSITY OF COLORADO COLLEGE OF NURSING

JUDY THORNE MPA

PROGRAM DIRECTOR, IDAHO AIDS EDUCATION AND TRAINING CENTER

SAMANTHA MEIRING BS(HON)

PRACTICE TRANSFORMATION COORDINATOR, MOUNTAIN WEST AIDS EDUCATION AND TRAINING CENTER

LAURIE SYLLA MHSA

DIRECTOR, MOUNTAIN WEST AIDS EDUCATION AND TRAINING CENTER

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Learning Outcomes



At the conclusion of this activity, participants will be able to:

1. Summarize the research basis for motivational interviewing as an evidence-based method to help people change behaviors.
2. Recognize key motivational interviewing strategies: reflective listening, open-ended questions, and the elicit-provide-elicited method of patient education.
3. Articulate ways that motivational interviewing can help health coaches to avoid unproductive interactions and improve organizational functioning.

How to Claim CE Credit

If you would like to receive continuing education credit for this activity, please visit:

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The Problem



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Systems and People Resist Change!



Kanin

“Hey, Sisyphus, when you’ve got a minute I’d like to discuss this progress report with you.”

Getting Stuck

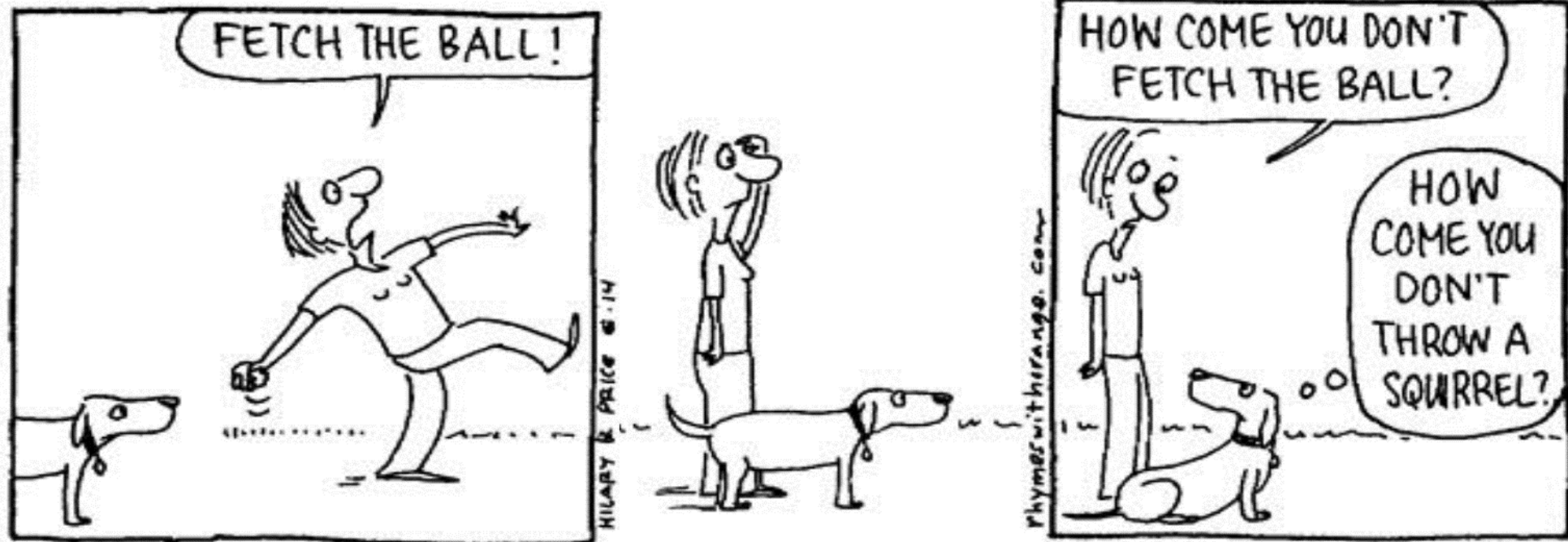
- Arguing
 - challenging, discounting, hostility
 - nonverbals: crossed arms, shaking head
- Interrupting
 - talking over, cutting off, sighing
- Denying
 - blaming, disagreeing, excusing, minimizing
 - claiming impunity
 - pessimism, reluctance, unwillingness to change
- Ignoring
 - inattention, non-answer, no response, sidetrack



Why We Get Stuck



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Help, I Really Want to Change!



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Twelve Roadblocks

- Ordering
- Threatening
- Persuading
- Lecturing
- Moralizing
- Criticizing
- Shaming
- Psychoanalyzing
- Sympathizing
- Praising
- Questioning
- Changing the Subject



Try It!

Everyone is Ambivalent



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AMBIVALENT?

WELL YES

AND NO

LURE: A Way Through Resistance



- Listen carefully
- Understand people's motivations
- Resist the urge to “fix it”
- Empower others



Motivational Interviewing

- Developed for substance use treatment
- Intended to motivate “resistant” clients
- Based on social psychology principles
 - Social influence/persuasion
 - People resist efforts to change them
 - Person-centered counseling
- “A method for exploring and resolving ambivalence”
 - NOT: teaching, changing, controlling
- “MI is like dancing”

Try It!



MI “Micro-Skills”: OARS

- **Open-Ended Questions**
 - Problem recognition
 - Concern about the problem / pros and cons
 - Optimism about change
 - Intention to change
- **Affirm**
- **Restate** **Reflect 2x for each question!**
 - Reflect content
 - Reflect emotion (worry, concern, upset)
 - Reflect intention
 - Reflect meaning (go one step further)
- **Summarize (“what else?”)**



Reflective Listening Examples



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- “What I hear you saying is ...”
- “It sounds like ...”
- “You’re feeling like ...”
- “It seems like ...”
- “You wish ...”
- “You want ...”
- “You think ...”
- “From your perspective ...”



Responding to Sustain Talk



- *Simple Reflection* – “You don’t see a problem”
- *Amplified Reflection* – “Everything is going right”
- *Double-Sided Reflection* – “You see some benefits, and you also see some drawbacks”
- *Agree with a Twist* – “Being right is important enough that you don’t care about the costs”
- *Running Start* – “What’s good about doing it this way?”
- *Come Alongside* – “Maybe this is the wrong time”
- *Autonomy Support* – “It’s really up to you”

Summary Statements



- Summary of objections or concerns
- Summary of areas of disagreement
- Summary of areas of agreement
- Summary of pros and cons (ambivalence)
- Summary of changes so far
- Summary of intentions to change
- Summary of issues discussed
- Summary of decisions made

Change These to Open Questions



- Do you have that report ready for me?
- Is your supervisor aware of this problem?
- Are you expecting a difficult conversation?
- Don't you know that this is harming patients?!?
- Are you even looking at the data?
- Why didn't you get this done last week?

Elicit-Provide-Elicit to Educate



- Elicit what the person already knows
 - What do you know about HIV testing?
- Provide new information
 - Yes, there are certain groups with higher risk. Did you also know the CDC recommends that everyone be tested at least once?
- Elicit the client's response
 - What do you think about your clinic's current testing process?



Recognizing Readiness



Sustain Talk

- Seeing benefits of current behavior
- Seeing costs of new behavior

Strategy: back off, build motivation

(the “strong principle of change”: increase benefits)

Change Talk

- Seeing benefits of new behavior
- Seeing costs of current behavior

Strategy: support efforts for change

(the “weak principle of change”: decrease barriers)



Dealing with Discord



- *Reflect* – “I hear that you are not convinced.”
- *Apologize* – “I’m sorry I was pushing too hard.”
- *Agree* – “You’re absolutely right, it is more complicated than I implied.”
- *Affirm* – “You have given this a lot of thought.”
- *Support Self-Efficacy* – “It really is your choice.”
- *Contrast* – “I’m not interested in labeling the problem; I am interested in how I can help.”
- *Enlarge the Frame* – “I think we both want ...”

Listen for DARN CATs in the conversation:



- Desire for change
- Ability to change
- Reasons for change
- Need to change
- Commitment to change
- Activation for change
- Taking steps already for a change

Thinking About It

Ready for
Change

Use Naturally Occurring Solutions



- What is working already?
- When *isn't* the problem quite as bad?
- Why isn't the problem *even worse*?
- What have you tried before?
 - What worked best?
 - What would you change?
 - What else have you thought of?
- What have you heard from other people?
- What do you think is the best plan from here?

Developing the “Spirit of MI”

- The heart of MI is a spirit of ...
 - empathy
 - acceptance
 - respect
 - honesty
 - caring
- Hope & faith in people
- Interest in others’
well-being and growth
- Try using 2 reflections per 1 question



Red Light / Green Light



- **SUSTAIN TALK**
 - LURE: listen, understand, resist the urge to “fix it,” empathize
- **AMBIVALENCE**
 - OARS: open-ended questions, affirm, reflect, summarize
 - Use elicit-provide-elicite to educate
- **CHANGE TALK**
 - OARS to elaborate and develop ideas
 - Problem-solve to remove barriers
 - Challenge the change

Learn More About MI



- Miller & Rollnick (2012). *Motivational Interviewing: Helping People Change, 3rd Ed.*
- Rollnick, Miller, & Butler (2007). *Motivational Interviewing in Health Care*
- Rollnick, et al. (1999). *Health Behavior Change*
- MI home page: www.motivationalinterview.org
- Rosengren (2009). *Building Motivational Interviewing Skills: A Practitioner Workbook*
- Seminars: professional.development@ucdenver.edu
- Online MI courses: www.regonline.com/cumotivate